

Draft Scope of Work

A Request for Proposals (RFP) to conduct an Independent Study of Redevelopment in Long Beach should be prepared. The RFP should specify that the consultant team include at least one member with extensive experience in California redevelopment.

Consultant Selection Criteria

- California based consultant.
- Diverse set of consultants.
- Opposing viewpoints.
- Primary consultant should form a team of consultants to prepare Independent Study.
- RFQ should include all public comment as an addendum along with the Scope of Work.

Public Input for Independent Study

- Anonymous suggestion process.
- Letters to Agency Board brought to Agency Board meeting.
- Will be public input for the preparation of the independent study.
 - Hold meetings at different times of day and locations.
 - Proposal should include public participation plan.

Scope of Work

1. Review past and present practices of the Redevelopment Agency of the City of Long Beach.
 - Why was the Redevelopment Agency created?
 - Determine time period to be reviewed.
 - Determine Projects to be reviewed.
 - Agency vs. City responsibilities.
 - Communications/Relationship between Agency Board and City Council.
 - Define Success.
 - i. Economic Success.
 - ii. Design Success.
 - iii. Social Success.
 - iv. Quality of Life – University of Michigan Model.
 - Do case studies of following projects:
 - i. Long Beach Plaza
 - ii. Renaissance Walk
 - iii. ~~1890 Atlantic Liquor Store~~
 - iv. Wrigley Marketplace
 - v. Los Altos
 - Review Downtown Plan.
 - i. Original Goals vs. Achievements.

2. Conduct a thorough review and evaluation of Redevelopment strategies and techniques including pros and cons. Public participation strategies should also be reviewed.
 - What strategies/practices have been most successful?
 - What strategies/practices have been least successful?
 - How were they evaluated?
 - Potential formulas recommended to implement strategies.
 - Look at other cities.
 - Evaluate Redevelopment Agency efforts to explain its projects and programs to the public.
 - i. What are the costs of projects.
 - ii. What are the benefits of redevelopment projects.
3. Determine what strategies/practices are applicable to the City of Long Beach based on situational and demographic similarity. Use this to identify a list of relevant “best practices”.
 - Examine relationship of Agency staff to City management.
 - Staff Architect vs. Consultant Architect.
 - Time needed to start/complete projects.
 - Prepare project evaluations after completion.
4. Conduct a comparative analysis between Long Beach practices and those determined to be “best practices”.
 - Identify shortcomings.
 - Identify successes.
5. Identify and review methods for evaluating future projects.
 - Agency Design Review.
 - Fiscal Review.
 - i. Cost – Benefit Analysis.
 - ii. Impact on surrounding areas.
 - Quality of Life review.
 - Project Close-out reports.
 - Develop check list for evaluation of future Agency practices.
 - Create “Design Image Statement” at beginning of projects.
 - **Formula/Point System (need, access, etc.)**
6. Identify and review methods of public participation that might enhance the redevelopment process.
 - **Review and recommend public membership.**
 - **Identify possible conflicts that should be addressed.**
 - **If expansion areas are included, how would those rate w/ the current areas?**
7. Determine which strategies/practices would be beneficial to the City of Long Beach.

- Long term planning for future projects.
 - Reports to Agency Board and Community on cumulative project costs.
 - i. Include staff costs.
 - How can Agency improve its service to the community.
8. What steps would be needed to implement strategies/practices determined to be beneficial?
9. Evaluate Agency efforts to explain its projects and programs to the public.
- Communications is one of the most important parts of Independent Study.
 - Provide recommendations on how the Agency can better communicate with public following information.
 - i. Total project costs.
 - ii. Project benefits.
 - 1. Economic.
 - 2. Quality of life.
 - 3. Design.
 - iii. How can the Agency better communicate with citizens who are not active in the public discussion of redevelopment.
 - iv. **Provide recommendations on how Agency can better communicate with other City Departments/School District.**
10. The issues of Merger and Expansion and other options (as part of best practices).
- What are the consequences of Merging the project areas, pro and con?
 - i. How will roles of Agency, staff and City Council change?
 - ii. Impact on Stakeholders. **What does this mean?**
 - What are the pros and cons of the project area Expansion?
 - Will merger lead to greater success of and/or more expedient completion of redevelopment projects in Long Beach?
 - **What would be recommended roles of PACs if areas are merged?**
 - **What have been prior successes or failures w/ other mergers?**